

**QUESTIONS FOR APPOINTEES TO THE FERRIS STATE UNIVERSITY
BOARD OF CONTROL**

1. What goals would you like to accomplish during your time on the board?
2. Over the last 15 or 20 years it seems that all state universities have been expanding programs to try to offer everything to everyone. Do you think this is a good idea?
3. Please describe the conditions that would have to exist before you would vote to increase tuition?
4. Governor Granholm recently proposed giving additional funds from the federal economic stimulus package to universities and community colleges that hold the line on tuition. Do you support this proposal?
5. If Ferris State University is facing a budget deficit, what areas would you look to first to make cuts? Please list several areas where the University has already made cuts or become more efficient.
6. Capital outlay projects for universities require a 25% match before getting funds from the state for building projects. In these tough economic times, do you think a university should be spending money on building projects rather than using that money to hold down tuition rates?
7. What type of outcomes should the university measure to determine if it is being successful?
8. What is your position on the importance of state universities as authorizers of charter public schools?
9. In which areas of technological research does your university specialize? How effective is your school at commercializing this research to help grow the state's economy?
10. Do you think that K-12 institutions are doing a good job of preparing students for college? Why?

Arthur Tebo

Questions for Appointees to the Ferris State University Board of Trustees

1. What goals would you like to accomplish during your time on the board?
 - Graduate increased number of students that are prepared for success in their career
 - Create relevant programs that help stimulate the economy
 - Adjust and adapt to meet the needs of employers
 - Build better connections between high schools, community colleges and universities

2. Over the last 15 or 20 years it seems that all state universities have been expanding programs to try to offer everything to everyone. Do you think this is a good idea?

Ferris State University is a public university with a very focused mission. We prepare students for careers and as such offer a unique mix of targeted programs – fields like pharmacy, optometry, nursing, respiratory therapy, surveying engineering, construction management, heating, ventilation, air conditioning and refrigeration, professional golf management, and criminal justice. Even in arts and sciences we offer degrees targeted at careers, things like technical writing and social work. As such the assumption you make does not apply to Ferris.

Beyond this career-oriented mix of degrees, we partner with community colleges so that students who cannot move to Big Rapids can have access to some of the unique programs we offer. I believe what we are doing is a unique and effective approach to helping Michigan citizens prepare for successful careers and to have access to the high quality, effective education Ferris provides.

3. Please describe the conditions that would have to exist before you would vote to increase tuition.

Tuition increases should always be accompanied by similar or larger increases in institutional student financial aid.

As a trustee I take very seriously my responsibility to keep higher education affordable in Michigan and can think of multiple occasions when we have asked the administration to rethink and lower the increase in tuition requested.

A different example of this occurred two years ago when the state delayed the August payment to public universities. At Ferris we added a tuition surcharge to cover a portion of this if the funds were not forthcoming. Later that fall, in October the state did pay the delayed payment, and as a University we refunded all of these funds to our students, over a million dollars. Ferris was the only University in our state to do so.

Today state support is 29% of the cost of a student's education. The reality is that the responsibility for a public education has shifted from the state to our students.

4. Governor Granholm recently proposed giving additional funds from the federal economic stimulus package to universities and community colleges that hold the line on tuition. Do you support this proposal?

Universities and colleges can certainly use additional support from multiple sources. While it is important for the state to carefully review tuition; however, a one size fits all approach does not usually consider the many differences of our state institutions and their financial needs. There are many financial impacts on our institution, union contracts, benefits, unfunded mandates from the state like MPSERS, utilities, technology, and inflation.

At Ferris we believe our education is a key to success. As a result we have simultaneously raised standards and enrolled more students. Ferris has become the fastest growing public university in Michigan. At a time when the one thing we can agree upon is that more students should go to college, our state needs to help universities for growth.

5. If Ferris State University is facing a budget deficit, what areas would you look to first to make cuts? Please list several areas where the University has already made cuts or become more efficient.

At Ferris we do not run budget deficits. We carefully monitor budgets and live within the means of the funds at our disposal. Ferris has made significant cuts. In reducing a university budget, we first take care to not damage the academic quality of the education we provide. This is of paramount importance. After protecting academic quality we work very hard to continue to provide access to the degrees at the university. Ultimately at a college or university, most of the budget – nearly 75% - is tied up in people. The most effective long term way to cut the budget is by reducing positions. As we try to rebuild the economy here in Michigan and across our country, employing fewer people is not an economic stimulus, but a hard fact if funding is not available.

There are many strong indicators of efficiencies at Ferris State University. Since 2001 the average cost of a student's education has annually increased less than the rate of inflation.

We have eliminated a series of low enrolled degrees. We no longer teach in a number of places where it did not make financial sense to be there. We purchase many things through collaborative arrangements with other institutions – technology, health insurance, risk insurance, and books. We do bulk purchases in energy and further control those costs through energy efficiency measures.

6. Capital outlay projects for universities require a 25% match before getting funds from the state for building projects. In these tough economic times, do you think a university should be spending money on building projects rather than using that money to hold down tuition rates?

Yes. At our state institutions significant portions of the institutional match for capital projects come from donor contributions. Frequently donors will not give those funds the cost of a student's education because they believe this is the state's responsibility, but they will help support a building project. It is worth remembering that we build buildings for a specific purpose, to improve learning. That is why we exist and whenever we can

help students learn more, we will prepare and graduate students who are better prepared to excel in the marketplace.

Further, something one learns as a trustee is a deep commitment to the institution we are selected to serve. We do not build higher education just for today's students, but for students of tomorrow and future. At Ferris we continue to build a great university higher education for Michigan, for our citizens, and for future generations of students yet to come.

7. What type of outcomes should the university measure to determine if it is being successful?

- Retention
- Job Placement of graduates
- Quality of education
- Enrollment

8. What is your position on the importance of state universities as authorizers of charter public schools?

Ferris authorizes 16 charter schools. In many of these areas, charter schools provide an important alternative for students. They provide a wide range of quality education. Our Creative Technologies Academy has a computer for every two students. At the Marshall Academy our students study Latin. At the Bridge Academy in Hamtramck we operate a dual language school where students learn both English and Arabic.

At Ferris we are proud of our charter schools. At our Consortium High School in Detroit 97% of our students graduate and 98% of these students attend college the next year.

Impressively 93% of these students are still enrolled their sophomore year in high school. This is precisely how we change Michigan and help our students have a future. At Ferris we are so impressed with the graduates from our Charter Schools, that we have created a scholarship program so they can continue their education at our University.

9. In which areas of technological research does your university specialize? How effective is your school at commercializing this research to help grow the state's economy?

Ferris has the largest engineering technology college in the country. We are known for cutting edge programs in HVAC, welding technology, construction, automotive technology, heavy equipment technology, plastics, rubber, and manufacturing industries. As such we partner directly with firms and industries, helping them create new products, new processes, and to implement new manufacturing processes and materials into their companies. Nearly every program at our University has an industrial advisory committee. As a result we don't work separately from business and industry, we collaborate directly in partnerships with them. The research, innovations, and training approaches we develop don't have to be commercialized, they already are adapted for our partners and the industries they represent.

10. Do you think the K-12 institutions are doing a good job of preparing students for college? Why?

Personally, my children had a great K-12 educational experience in the Petoskey system; however, everyone in education should continually try to do better. Losing one student, is simply one student too many. If a student does not learn to read, write and figure, and as a result does not graduate from high school, this is someone who has limited prospects for a future and career. There are many examples of K-12 school systems that are doing extraordinary jobs at preparing students for college. However there are notable examples, especially among some urban school and poor, rural systems of students who are not prepared for success in college.

At Ferris we work with educational partners throughout the state, helping them graduate students who are better prepared, and at the same time fostering in their students the dream and goal of a college education. In these times of reduced resources we can provide expertise and support for advanced and technical areas that may be beyond the resources of poorer school systems.